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Developing a local flood risk management strategy Annex 3: Who does what and why? – An aid to stakeholder analysis

Pennine Water Group, University of Sheffield in collaboration with the partners of the FloodResilienCity and MARE projects

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Who does what and why analysis and its benefits

Who does what analysis is a simple tool which helps to build up a picture of what the stakeholders in any process do. Once completed the results can be used for a number of tasks such as

- identifying which stakeholders carry out what tasks and whether they are doing it voluntarily, through statutory powers or through statutory duties. This exercise also identifies the tasks which are not carried out.
- Identifying the departmental responsibilities for the tasks within each stakeholder organisation
- identifying what the stakeholder organisations and departments should be doing if the tasks not currently performed are to be addressed, and to prioritise these based on legislation and resources.
- Identifying and improving channels of communication and data flows to minimise the effort in carrying out the task,

- identifying the need for raising awareness, improving competencies and building capacity, and
- Identifying what changes to policy might be beneficial.

How to do it

The analysis is carried out within a framework which describes tasks which practitioners need to carry out to achieve their goals. In the case of Flood Risk Management, the framework comprises a grid of different types of water body along one side and a list of topics describing the practice of flood risk management along the other. The different topics are presented in three tables describing:

- Analysis and Assessment
- Alleviation and Avoidance, and
- Action and Assistance

These three groupings of topics are key to the description of flood risk management. Analysis and assessment bring objectivity to all the tasks. Alleviation and Avoidance measures are applied to reduce the risk of flooding and

Action and Assistance are what are done to reduce the residual risk.

Different approaches to the process

The approach to who does what and why analysis is flexible and can reflect the requirements of any particular group of stakeholders.

One group might like to adopt a top down approach where a group of participants from the main stakeholders meet to identify which stakeholder organisation does what and then each stakeholder organisation can identify which of its divisions does what.

Alternatively the approach could start with individuals analysing what they do and then extending the process to others within their own organisation and then on to others.

Different degrees of complexity and benefit

To start off, the process can be made very simple while participants get used to what they are doing. All that is needed is for individuals to put ticks in those cells which are relevant to them. A further degree of complexity and value can be added by

identifying those tasks with are legal duties, those which are legal powers and those which are done voluntarily. This can be taken a step further by identifying the legislation which gives the duties and powers. But the decision is up to the participants.

Application

Application is straight forward. If you want to have a go, just start with the table that is most relevant to you. Don't worry about the types of water body that aren't relevant to you (such as coastal water when you are five hundred kilometres from the coast) and tick the relevant cells. If you are working as a group make sure that you record which member of the group deals with which cell. If you need to add extra topics, add them. The tables as they stand are a reasonable representation of flood risk management, but there is always room for improvement. Similarly you might like to add additional types of water.

You might like to keep a list of different stakeholders and their roles. An additional table is provided for this.

Feedback

If you enhance the tables or think of some advice about how to go about the process, please give us some feedback so we can share it with others.

We would also like to share what you can do with the tables once they are completed.
We've thought of some beneficial uses, but we don't claim to have identified them all, so please let us have any ideas. Email to j.blanksby@sheffield.ac.uk

The tables

The next four pages contain the tables as they stand at the moment. Following this there are four examples of how they have been filled in

Table 1: Partner involvement in flood ar This table may be used to identify who d		Exceedence pathways	ਨ Rural green space	and	w so Green space within urban area	 W	outer Natural superficial deposits		nfrast	ıre	Small Streams and ponds	Large Streams and ponds	Rivers and lakes	tifi b Ponds and Lakes	dies Canals	e Reservoirs	Estuaries	Deltas	Fjords and inlets
					ea														
	Rainfall				-		-	-											+
	Wind speed			1															+
	Temperature																		+
	Humidity						+												_
	Soil water deficit																		_
	Snow																	<u>_</u>	\top
Data collection and management	Ice																		+
	Asset records																		_
	Flow and depth																		
	Incident data																		
	Land use																		
	Topography																		
	Rainfall																		
	Snow																	T	
	Ice																		
	Likelihood and consequences (level of risk)																		
Modelling	Modelling joint probabilities																		
	Residual risk																		
	Climate change																		
	Demographic change																		
	Land use change																		
Economic damage assessment																			
Managina	Hazard, probability and risk																		
Mapping	Mapping joint probabilities																		
Flood forecasting																			

		Exceedence pathways	Su	ırfac	e wa I soil			roun water	r	infr		nage uctui			Small St	Large Sti	Rivers a		ficial bod		er	Estuaries	Deltas	Fjords and inlets	Open sea
Table 2: Partner involvement in flood alleviation and avoidance (110702)		nce pat	Ruralg	Green	Green	Develo	Artifici	Natura	Bedrock	Sewers	/sans	Pipe drain	Open Drain	Open I	reams	reams	and lakes	Draina	Po Por	Canals	Reservoirs	S		nd inlet	۵
This table may be used to identify the partners involved in developing and imple measures for alleviating current flood risk and avoiding future risk. Many, but no management measures are applicable to alleviation and avoidance so makes see These stakeholders should work closely with those identified in Table 3 to mana	ot all flood risk nse to merge the two.	thways	Rural green space	Green space at urban fringe	Green space within urban area	Developed urban surface	Artificial superficial deposits	Natural superficial deposits	CK CK		SUDS/Source control	rain	Drain	Drain	Small Streams and ponds	Large Streams and ponds	ž	Drainage channels	Po Ponds and Lakes		oirs			S	
	Regulation																							士	
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	Zoning, ordinances and maps																								
Development control	Regulation																								
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Building control	Regulation																								
building control	Support																								
Water management	Regulation																							_	
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Promoting/requiring flood risk adapted land use																								_	
Promoting/requiring water sensitive urban design																									
Promoting/requiring resilient and resistant infrastructure																									
Promoting/requiring resilient and resistant buildings (Flood adaptive architecture)																									
Responsibilities for surface water management																									
Responsibilities for surface water maintenance																									
Responsibilities for developing alleviation options																									
Responsibilities for assessing and approving alleviation options																									
Promoting/requiring appropriate use of adaptive and non adaptive responses																									
Promoting/requiring flood minimisation by flow management																									
Promoting use of insurance as a FRM measure																									
Promoting use of reserve funds as a FRM measure																									
Responsibilities for FRM programme development																									
Responsibilities for FRM programme implementation																									

Table 3: Partner involvement in a	ction and assistance (110702)	Exceedence	Su		e wat d soil	er	Grou wat				nage ructu		Small St	Large St	Rivers a	Art	ificia bod	l wate ies	r	Estuaries	Tolks a	Open sea
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	Insurance of residual risk																					
	Reserve funds																					
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Recovery plans Email SMS On-line	SMS On-line																					'
Flood warnings	Door knocking																					'
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	Radio/TV																					
	Temporary flood protection																					
	Telecommunications network																					
Responding to emergencies	Transportation																					
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	Table 4: Stakeholders and their roles (110722)								Re	gula	ato	rs						Pl	lanr	ning	bo	dies	6					wled		t
Ref. No.	In this table A means an advisory role and D means a decision making role The reference numbers of the stakeholders can be used in the completion of Tables 1 - 3.	or o	Developers	aidaaaaaa maat gao l	dilis leilili owilei siild	oji Pli/W		Horitage	2801121	Environment		Water quality	ממכנו לממנונו	Water guantity	משובו לתשוונוג	Emergency planning	9	Strategy planners	610	Development control		Building control	10 10 10 10 10 10 10 10 10 10 10 10 10 1	Road/Transport	-	Initiators	;	Create state of the art knowledge	knowledge	□ maintenance
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																											+	+	+	+

Examples

The following examples show how the tables can be completed by differing groupings of stakeholders.

Table 1 was completed by a group of staff from Sheffield City Council a partner in the MARE project, to show what activities the City council do. In addition it shows their view on what other stakeholders do

Table 2 was completed by participants from Hoogheemraadschap Hollands Noorderkwartier, the water authority for the area of North Holland which lies to the north of the North Sea Canal and a partner in the SKINT project

Table 3 was completed by Stadtwerke Mainz a partner in the FRC project in its role as developer in the regeneration of the Custom Harbour site by the River Rhine

Table 4 was completed by participants from the City of Hannover, The Hannover Region and the Hannover Water Company which is owned by the city. The table identifies the role of all the main stakeholders in the flood risk management process within Hannover and partners in the MARE project

These examples show the different degrees of complexity that have been used and include bottom up and top down approaches.

Because the framework is based on practice rather than legislation and institutions it can be used to facilitate the sharing of knowledge and experience between organisations in different countries.

	ent in flood analysis and assessment	Exceedence			e wa soil		Groundw	/ate	er		raina astru	_	e c	rarge ou	Rivers a	A	rtific wate	r	Estuaries	Deltas	Open sea
This table may be used to identify w 1 – Sheffield City Council 2 - Environment Agency 3 - Water and Sewage Company (Yo 4 - English Heritage 5 – Landowners 6 – Insurance companies D – Duty P – Power V - Voluntary		nce pathways	Rural green space	Green space at urban fringe	Green space within urban area	Developed urban surface	Artificial superficial deposits(Made, Worked, In filled, Disturbed or Landscaped Ground)	Natural superficial deposits	Bedrock		SUDS/Source control	Pipe drain	e Open Drain	Streams and ponds	and lakes	Drainage channels	Canals	Reservoirs	S		a
	Rainfall																				
	Flow and depth								3	3D	5	5V 5	٥V								
Data collection and management	Incident data		1D	1D	1D	1D		1D	1D 3	LD, BD	1	D, 1	D, 5V 1	D 11	D 20	1D, 2V	1D, 2V	1D, 2D, 5D			
	Rainfall																				
Modelling	Probability and consequences (risk)					1V	1V		3	3D	1	V 1	.V 1	V 1'	٧						
	Modelling joint probabilities					1V	-				1	V 1	.V 1	V 1'	V 2V	′		5D			
Economic damage assessment							6V			6V	6	δV	6	V 6'	V 6V	6V	6V	6V	6V	6V	6V
Manaina	Hazard, probability and risk													1'	V 2D)					
Mapping	Mapping joint probabilities								3	3D								5D			
Flood forecasting																2 V			2V	2V	2V

Table 2: Partner involvement in flood alleviation and avoidance		Exceeden		Surf vate			_	ound		infr)rain astr	iage uctu		Small Stre	Large Stre	Rivers and	W	tificia /ater odies	;	Estuaries	Deltas	Fjords and inlets	Open sea
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	Regulation						D	D									D	D					
Strategy and master planning	Guidance						D	D									D	D					
Strategy and master planning	Zoning, ordinances and maps																D	D					
Development control	Regulation Guidance						D	D									D	D				극	=
Building control	Regulation Guidance						D	D									D	D				\dashv	4
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Promoting/requiring resilient and resistant infrastructure							Р	Р									Р	Р				_	\neg
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Duties for surface water management							D	D									D	D					
Duties for surface water maintenance																	D	D					
Duties for developing alleviation options							Р	Р									Р	Р					
Duties for developing assessing and approving alleviation options							D	D									D	D					
Promoting/requiring appropriate use of adaptive and non adaptive responses																	V	٧					
Promoting/requiring flood minimisation by flow management																	D	D					\neg
Promoting use of insurance as a FRM measure																							
Promoting use of reserve funds as a FRM measure																							
Duties for FRM programme development																	D	D					
Duties for FRM programme implementation											T						D	D		T			

Table 3: Partner involvement		Exceede	Su		e wat	er	Groun	ıdwat	er		Orain rastr	_	e ure	Small Str			rtific wate	r	Estuaries	Fjords a	Open sea
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Preparing for floods															у						
	Email																				
Flood warnings	SMSOn-line																				
	Door knocking																				
Perpending to emergencies	Temporary flood protection														у						
Responding to emergencies	Emergency operations																				
The "All clear" process	Entscheidung treffen: Gefahr vorbei (alles klar)																				
Helping recovery																					

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Table 4: Stakeholders and their roles (110722)	eans a							Re	gul	ato	rs						Pl	anr	ning	g bo	odie	es			,		now		ge ent	
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2. Region Hannover	X	X			X	X			X	Χ		X	Х		X	X	X	X	X	X	X	X	X		X	X	X	X	x x	<
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4. Federal State Lower Saxony, NLWKN (EA)	x x x x x x x x x x x x x x x x x x x					Х		Х		Х	Х	Х		Х		Х		х						Х		х				
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6.People, organisations and communities																														-
e.g. University of Hannover as land owner	X	X	X	X	X		X		X		X		X		X	X	X						Х		X					
7. interest groups					х		х		Х		х		Х		х		х						х		х					
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8. Knowledge institutions																		_										\bigsqcup	$\vdash \vdash$	4
e.g. University of Hannover																									X		X		Х	_